



Operationalized Training



"The Paradigm Shift" to The Science and the Art of Training Management in TRADOC Units

Developing

"Agile and Adaptive"
Logistics Leaders for the Future





Originator: COL Jeffery A. Carter



Author: MAJ Byron Matthews

Authority:

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Purpose:

Provide information on a training management best practices developed by the 59th Ordnance Brigade called “Operationalized Training” which is designed to lay the foundation for building agile and adaptive leaders within Initial Entry Training Brigades.

Distribution:

Distribution is unlimited. It can be referenced, but not referenced or cited as an official Army policy or doctrine.

Feedback and Participation:

Comments on this white paper should be sent to the 59th Ordnance Brigade S3 at us.army.lee.tradoc.mbx.lee-59th-od-bde-s3@mail.mil. To get engaged in this review of Operationalized Training, visit the Ordnance website at <http://www.goordnance.army.mil> and click on the “**The Paradigm Shift**” campaign link. This website also provides links to other professional forums and blogs on the Ordnance Corps and School.

About This White Paper

The “Paradigm Shift” towards Training Management in TRADOC Units

Army leaders are consistently striving to integrate new concepts for developing our present and future leaders in an era of reduced resources and uncertainty in the world. It is imperative, during this time that we develop innovative training models to “build readiness” while developing proficient agile, adaptive leaders, leveraging the science and art of the training management process within the Training and Doctrine Command (TRADOC).



Operationalizing the TRADOC Force

In order to build agile, adaptive leaders in the Institutional Army, we must have balance, enhanced leader development and input from senior leaders on what is expected of junior leaders of a high-performing “winning” organization in an ambiguous and complex world. We must use the Army Operating Concept to drive our vision for posturing junior leaders for the future, which hinges on leader development. We must change the nature of our decision making and leverage mission command at every level to empower and enable our leaders to be successful throughout decisive actions. The 59th Ordnance Brigade is embracing this challenge, and in doing so, has developed training initiatives to ensure the leaders in their ranks receive comparable training opportunities as their counterparts serving in FORSCOM units. The 59th Ordnance Brigade’s task organization includes the 16th Ordnance Battalion stationed at Fort Lee, Virginia; 73d Ordnance Battalion stationed at Eglin Air Force Base, Florida, with detachments at Fort Gordon, Georgia and Fort Sill, Oklahoma; and the 832d Ordnance Battalion stationed at Fort Lee, Virginia. The 59th Ordnance Brigade is an Initial Entry Training (IET) organization that is home stationed at Fort Lee, Virginia.

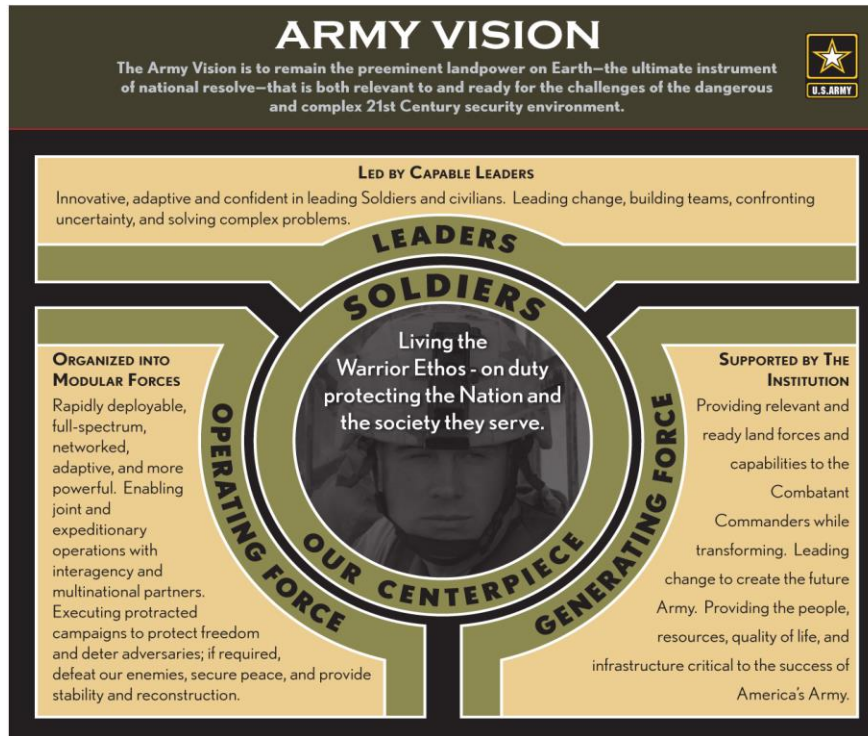
Summary

This white paper discusses the 59th Ordnance Brigade’s plan to provide operationalized training opportunities to “build readiness” and bridge the gaps in leader development between institutional and operational units. It also reinvigorates the training management process; grounds Soldiers in Army values, and allows leaders to train using “real world” scenarios, while simultaneously strengthening our Profession of Arms, and building agile and adaptive leaders.

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A SHARED VISION APPROACH TO TRAINING



Source: 2007 Army Posture Statement

Army Vision

"The All-Volunteer Army will remain the most highly trained and professional land force in the world. It is uniquely organized with the capability and capacity to provide expeditionary, decisive landpower to the Joint Force and ready to perform across the range of military operations to Prevent, Shape, and Win in support of Combatant Commanders to defend the Nation and its interests at home and abroad, both today and against emerging threats."

Brigade Vision

"To deliver ready, resilient and responsive Ordnance Soldiers capable of being productive members of the Army Team on day one while preparing officers and NCOs for the operational Army". We want to transform training for TRADOC junior leaders into agile, adaptive "Game Changing" opportunities through Operationalized Training. Providing structured leader development training and adequate training resources is critical to building readiness and the success of our junior leaders and America's Army.

UNDERSTANDING THE LEADERSHIP PROFICIENCY CHALLENGE

Initial Entry Training (IET) units do not have prescribed METLs, thus creating a gap in the ability for leaders to focus their commands and staff on the training management process and to accurately assess how proficient their subordinates are at conducting their training mission. In an effort to bridge this gap, the 59th Ordnance Brigade Commander developed a METL, imbedded in doctrine and nested with the CASCOM and Ordnance School Lines of Effort, which provided the Brigade with a unity of purpose for training management and leader development. From the METL development and assessment process, the Brigade Commander identified the following limitations:

- **Table of Distribution and Allowances (TDA)** – The Brigade S3 was not organized to manage future operations, thereby causing the Battalion to be reactionary to taskings and changes to missions. With this challenge in mind, the Brigade S3 was reorganized to include a future operations cell to manage the long range training calendar and future missions.
- **Leader Training** - Due to nature of the TRADOC training mission, junior leaders do not routinely receive similar training or leader development as their FORSCOM counterparts. Operational training was specifically needed for the 2LTs serving as XOs in the training companies. The Brigade had 5 of 13 2LTs arrive from the Ordnance Basic Officer Leader Course. These young officers were not provided the opportunity to develop the skills necessary to effectively lead a platoon.
- **Training Management** - Company command teams in TRADOC were not afforded the opportunity to fully experience the training management process as TRADOC units do not have prescribed METLs, deploy, or are required to conduct the full scope of a training development plan. Operationalized training bridges this gap and develops company commanders and first sergeants at the same level as their FORSCOM counterparts.

OPERATIONALIZED TRAINING CONCEPT INITIATIVES

The 59th Ordnance Brigade has implemented five initiatives designed to operationalize training and increase leader proficiency to ensure cadre remain proficient in leader training management. Our operationalized training concept initiatives include METL Development/Quarterly Training Briefs, Leadership Certification, Leader Professional Development, a Platoon Honors Program, and an Integrated Ordnance Training Exercise (ODX) that includes both leaders and Soldiers. The Operationalized Training concept was specifically developed to fill a void in leader development at the captain, lieutenant, first sergeant, sergeant first class, and staff sergeant level.

THE TRAINING INITIATIVES CONCEPT MODEL



TRAINING DEVELOPMENT FOCUS

METL Development/Quarterly Training Brief – The processes and procedures required to develop a METL and execute a Quarterly Training Brief (QTB) is critical to the development of our junior officers and senior NCOs as we prepare them for positions of increased responsibility. It will empower leaders at all levels to assess the credibility, accuracy and value of information, analyze and evaluate information, make reasoned decisions and take purposeful action to increase readiness.

Leadership Certification Programs – The Army benefits from certifying our leaders through a formal program that develops leaders at all levels. The 59th Ordnance Brigade has adopted a 180 day process to accomplish this task. We have established benchmark measurements of success at the 30, 60, 90 and 180 day marks to facilitate a successful leadership certification program. Each task in our leadership certification program is focused on leader competencies needed to ensure our cadre have the right requisite skills to be successful when they return to the operational Army.

Leader Professional Development – This is a continuous process that must be meticulously managed to ensure the appropriate leadership development is provided at the most critical point in a leader's military career. We must leverage Leader Professional Development (LPD), Officer Professional Development (OPD) and Noncommissioned Officer Professional Development (NCOPD) to broaden leader development in order to grow creative, agile and adaptive thinkers. Our leader development program identifies critical courses that add substance to self-structured broadening opportunities such as the Support Operations Course (SOC), Contracting Officer Representative (COR) Course, the Joint Logistics Course (JLC) and Theater Logistics Planners Program (TLog). Our professional leadership development program provides opportunities for our leaders to attend these courses at a critical point in their career, resulting in a maximum return on our investment to progress the leader and the enterprise in order to meet requirements for future contingencies.

Platoon Honors Program – Leaders instill discipline in their Soldiers through this program which grounds them in Army Values and incentivizes them through the use of training and education. It also aides IET Soldiers in the transformation process and builds and reinforces a ready force of character for the operational force. Behaviors and privileges, which are demonstrated on a daily basis by the cadre, are associated with each Army Value. A platoon can gain or lose their Army Values Streamers and corresponding privileges based on their conduct as a whole.

ODX Integrated Training Program for Leaders – The Army must certify our leaders through a formal program that develops leaders at all levels. Each task in our ODX Integrated Training Program for Leaders is focused on leader competencies (intellect, leadership and getting results) needed to ensure our cadre have the right requisite skills to be successful when they return to the operational Army.

METRICS FOR MEASURING SUCCESS

Metrics of success are essential elements needed to assess the viability of a solution to a complex problem. Metrics must relate to the leader's position and position requirements. Standards and objectives must also be addressed to ensure the leader understands whether they are or are not meeting the standard.

Measuring Success:

- As a metrics based organization, we will measure success based on the following:
 - Use of QTBs to assess company training programs
 - Assessment of leader proficiencies for each task demonstrated during Leader Certification
 - Use the Ordnance Training Exercise (ODX) revision as a culminating exercise for cadre and students
 - Cadre attend at PME courses
 - Assess leader proficiency and conduct surveys to determine effectiveness of Leader Professional Development sessions
 - Further reduce discipline issues through implementation of the Platoon Honors Program

CONCLUSION

This is a pivotal moment in our military time for training and leader development. The fundamental focus for training shifts in our current peacetime state and demands bold and creative policies to support future contingencies. Formalizing a leadership training management program for TRADOC units is a must. We must master the art and science of training management within TRADOC units to parallel similar roles and responsibilities of leaders in the operational Army. Training our future leaders is one of the most essential issues for the next decade. Addressing this challenge requires dynamic and innovative forward thinking from CASCOM and TRADOC leadership. This white paper is intended to supply the foundational framework and common language needed to begin a dialogue amongst Army leaders about future training for TRADOC leaders.

ENDSTATE

Adoption of this training concept builds readiness, TRADOC leader development proficiency, and promotes a more capable leader that is trained and ready to support future contingencies. At endstate, we want our leaders to be anticipating and adapting to uncertain and/or changing situations and think through outcomes when current decisions or actions do not produce desired affects. We also want our leaders to be able to introduce new ideas based on opportunity or challenging circumstances. All military leaders and policymakers at CASCOM and TRADOC are encouraged to use this guide as a resource for best practices to shape structured leadership training programs to “build agile adaptive leader proficiency” in the institutional Army to meet the future operations.

Acronym List

BOLC	- Basic Officer Leader Course
CASCOM	- Combined Arms Support Command
COR	- Contracting Officer Representative
FIT	- Focused Integrated Training
IET	- Initial Entry Training
JLC	- Joint Logistics Course
LPD	- Leader Professional Development
METL	- Mission Essential Tasks List
NCO	- Noncommissioned Officer
NCOA	- Noncommissioned Officer Academy
NCOPD	- Noncommissioned Officer Professional Development
ODX	- Ordnance Training Exercise
OPD	- Officer Professional Development
QTB	- Quarterly Training Brief
SOC	- Support Operations Course
TLog	- Theater Logistics Course
TRADOC	- U.S. Army Training and Doctrine Command
WOBC	- Warrant Officer Basic Course